

March 13, 1979

OIA-30/79

MEMORANDUM FOR: NFAC Career Development Officer

FROM : OIA Career Development Officer

SUBJECT : Evaluation of Component Career Development Officer Concept

Ron:

First, a few facts on the career development officer program in OIA, and then some impressions on the success of the program. Since the program was established two years ago, I have talked with about 40 people -- 23 in the past year. In about 90 percent of the cases, the individual has initiated the dialogue. I would guess I spend about five percent of my time counseling people. I do not have a distinct set of tasks as a CCDO as there are varying circumstances with each case. For example, some counseling sessions are with people with performances problems, some are with people who are performing at the proficient level but who have little or no growth potential, some are with people who want to transfer to another organization, and some are with excellent analysts who want to know what their possibilities are to move ahead and in which career track. Generally, my goals in the counseling sessions are:

- performance problem cases: to try and identify with the person what the problem is and develop between the person and his supervisor a program to overcome the problem.
- growth potential problem cases: to try and identify with the person what the potential limiting factors are, and discuss with the person the options available, if any (i.e., accept the situation, transfer).
- transfer cases: to discuss with the individual why he wants to transfer, the possibilities for transferring, and if it is to benefit of the individual or the organization -- or both -- work with him to effect a transfer.
- excellent analysts wanting to move ahead: to counsel these people regarding the dual track system and which track they should seek based on their capabilities and interests, and effect actions to help them attain their maximum potential (i.e., transfer to broaden background, special training).

I personally believe the program is a good one and benefits not only individual employees but the organization as well. Some examples are:

Benefits to the employee

-- I have found that on more than few occasions the individual has not really been told by his supervisors how he is preceived, both in terms of performance and potential. Or if he is told, it is the first time he has been made aware of a problem which has existed for a number of years. These matters are discussed in detail with the employee as a necessary step before any discussions of career guidance can occur. Although this can be unpleasant at times, it does help the person put his own career aspirations more in line with reality.

-- These conversations often help an individual sort out what he really would like to do as a career, compared to what he thinks he would like to do. For example, does he really want to get into the management track, or would he rather remain as an analyst but is being driven by higher grades which have existed in the management track?

-- In problem cases where performance is not up to par, the problem can often be identified and a program worked out with the person's supervisors to try and overcome the problem. Or, if a person is not suited for the imagery analysis business, a different career which better matches the persons interests and talents can be investigated.

Benefits to the organization

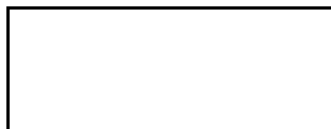
-- I think the career development position has forced supervisors to be more honest and forthright in their evaluations of people, both on fitness reports and follow-up personnel-related conversations.

-- I believe these counseling sessions have helped the office identify the proper person for the right job before the person is reassigned. This works two ways: it avoids placing people in positions for which they are really not suited, and it identifies individuals who should be moved because they need to grow or because they have reached a plateau and are not performing at their potential.

-- It has forced the office to deal more effectively with problem cases. Those people that are having difficulties but want to remain in imagery analysis are provided a program in an attempt to remedy the problem. Those people that are simply misplaced in imagery analysis can be found positions outside the office which are more suited to their interests and talents. Consequently, the overall efficiency of the office is improved.

I had the office MAG do a quick survey of OIA personnel for their evaluation of the CCDO program. Almost all thought the program was useful and should be continued. Several did think, however, that the CCDO ought to be someone other than a person in a line management position.

Hopefully this information will be of some value to you in your evaluation of the career development program.



Deputy Director
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